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ABSTRACT

This report documents five objectives for the Canadian post-secondary education system: (1) quality; (2) access for all qualified applicants; (3) differentiation (diversity of educational opportunity); (4) accountability; and (5) responsiveness to changing student and labor market requirements. The report also discusses the changing political climate in Ontario and current cuts in funding for universities. It suggests strategies for the Council of Ontario Universities (COU) to implement in dealing with the altered educational climate while maintaining the educational quality and developing new sources of revenue, such as partnerships with private companies and market pricing of postgraduate and professional programs. The report emphasizes that the COU is ideally positioned to provide leadership in this arena regarding its mandate to concentrate on issues management (including equity and gender issues), policy research (such as collaboration among Ontario universities), and general operations (such as policy research support). A financial overview of COU is included. (CK)

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Council of Ontario Universities — Responding to the Challenges of Change

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DE L'ONTARIO

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Outgoing Chair's Message

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For Ontario's universities, 1995 was a turbulent year of transition. Ontario voters elected a new government, which campaigned on a platform of spending and tax cuts. One of the government's first acts was to cut the funding of universities by \$16 million or one percent. In November, in response to what he described as a serious financial crisis, Finance Minister Ernie Eves presented an economic statement that chopped another \$280 million, or 15 percent, of Ontario universities' funding in fiscal 1996/97. This was followed by a \$49.1-million cut in capital grants to universities and colleges in May's provincial budget.

These cuts have made Ontario's universities the most poorly funded in Canada. COU has impressed on Ministry of Education and Training officials the financial position of the Ontario university system compared to other parts of the broader public

sector, and to its counterparts elsewhere in Canada and the United States. We also have communicated the deleterious impact of the cuts not only on Ontario's universities, but on the economic and social well-being of the province as well.

The impact of these cuts will be felt for years to come. Since salaries and benefits make up almost 80 percent of our universities' operating budgets, we must apply every bit of our ingenuity to maintaining the enviable quality of university education in Ontario, along with the mandate and mission of the institutions in the system.

Meanwhile, Minister of Education and Training John Snobelen commissioned a discussion paper about the prospects of Ontario's post-secondary institutions. The discussion paper, entitled **Future**

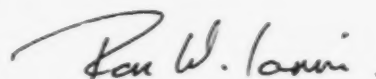


Goals for Ontario Colleges and Universities, sets out five objectives for the post-secondary education system: quality; access for all qualified applicants; differentiation (diversity of educational opportunity); accountability; and responsiveness to changing student and labour market requirements.

The university community is keenly aware of the importance of its response to the discussion paper, and the opportunity to inform this government's policies on post-secondary education. The issues include how costs should be shared among students, government and the private sector; how programs should be rationalized; how cooperation between colleges and universities can be strengthened; and accessibility of the post-secondary system by students.

I am confident that we can find ways to fulfill our mission and meet our goals, despite the severity of our

financial situation. I know that we will not let our students down, and that my successor, University of Waterloo President Jim Downey, and COU's new president, former Ryerson dean of business Bonnie Patterson, bring fresh energy and vitality to respond to the challenges faced by our universities.



Ron W. Ianni

Chair's Message

.....

In Ontario, we are approaching the rapids of significant changes in the way higher education is funded and functions. As public penury deepens and private wealth expands—however unevenly—user fees and user preferences will have increasing influence on the directions universities take.

Our present university system was founded on a strong social consensus about the public value of higher education. Two basic assumptions guided social-policy makers: that there is a causal relationship between a well-educated populace and economic prosperity; and that education is the primary instrument of social equality. Though its private value for those who received it was acknowledged, education was seen principally as a public good that ought to be generously funded by government.

Today, in a much-altered fiscal environment, a different consensus about higher education is forming.

Social-policy makers are beginning to act on a new set of assumptions. The most salient among them are these:

- Private cost should be linked more closely to private benefit.
- Public investment should produce a commensurate and measurable public benefit.
- Institutional diversity and differentiation are essential attributes of a responsive system of higher education.

Some of the effects of the new consensus are already beginning to be felt. These include tuition fees that are differentiated by program, with those who stand to gain most in career opportunities and lifetime earnings paying most; more emphasis on outcome-based measures of performance for universities, such as the value of research and the employment success of graduates; and more specialization by post-

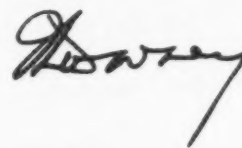


secondary institutions, as the regulation of tuition fees relaxes and competition for students grows.

Paradoxically, the best way for Ontario universities to prepare for the challenges inherent in all this is by calling on our shared strengths. Ontario universities' formal partnership in COU has helped us cope with many changes during the past two decades. In the future, we will, I believe, continue to rely on COU for advocacy, issues management, policy research and other services. We will also forge new links among ourselves, in order to exchange information on best management practices; exploit opportunities for sharing development and administration of our information systems and other resources; and experiment with joint programming initiatives.

In a letter to executive heads on the day the abolition of the Ontario Council on University Affairs (OCUA) was announced, its chair,

Stefan Dupré spoke of "the magnificent universities that constitute the very precious gift that the people of this province have given to themselves, their country and the world." The disappearance of OCUA will provide us with perhaps our most difficult challenge yet: to demonstrate that we can act through COU with sufficient cohesion and collective purpose to protect the magnificence of that gift. I look forward to my own modest role in helping us do just that.

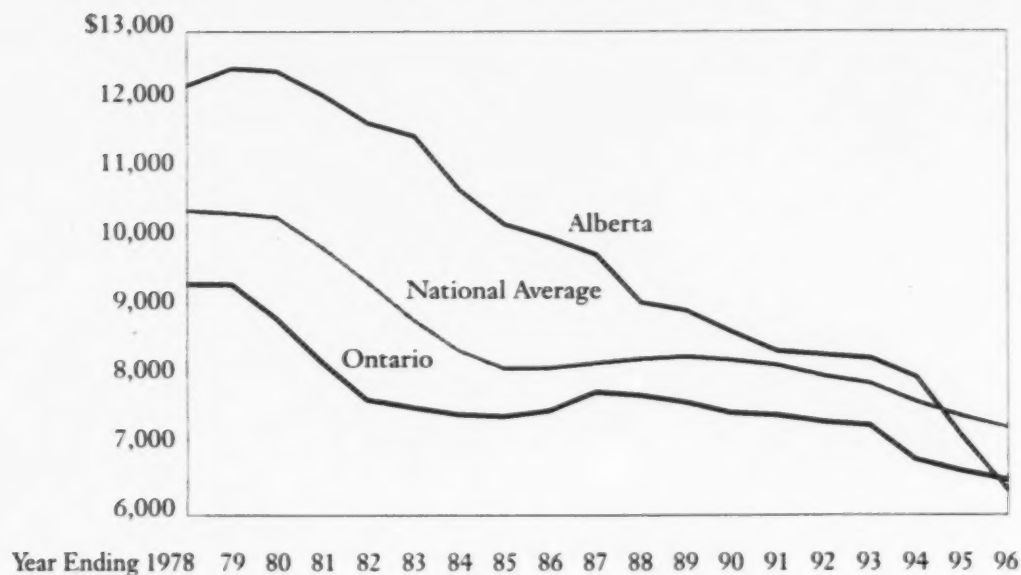


James Downey

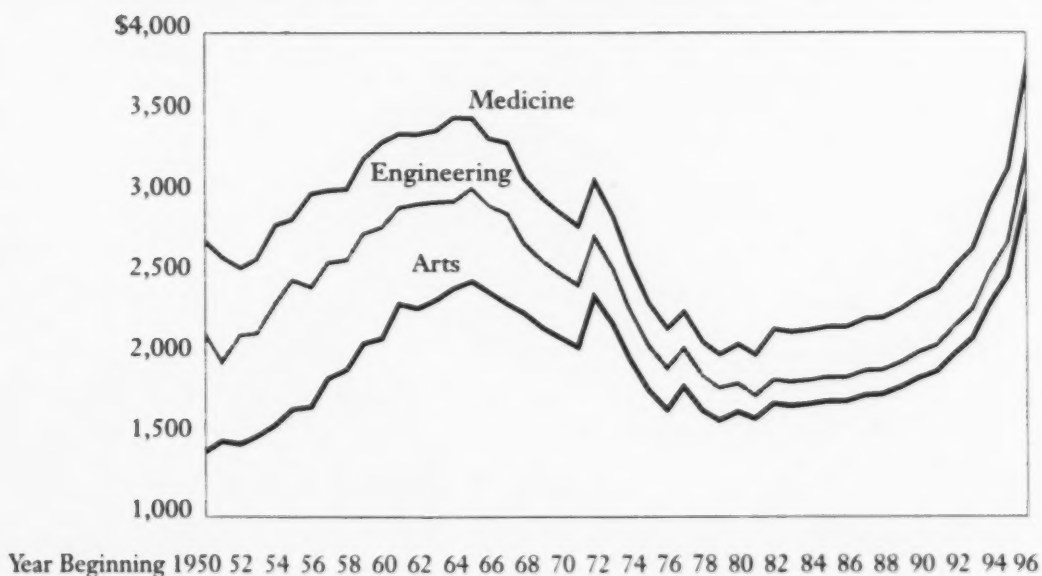
Trends in Funding and Tuition Fees ¹

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Operating Grants to Universities per Full-Time Equivalent Student



Average Tuition Fees at Selected Ontario Universities ²



¹ Constant 1994/95 Dollars

² Excluding Incidental Fees

President's Message

.....

The May 1996 provincial budget brought the first good news in some time to Ontario universities, in the form of the Ontario Student Opportunity Trust Fund, the Cooperative



Education Tax Credit, and the promise of an income-contingent repayment plan for student loans. These measures are especially welcome at a time when the universities of this province have experienced the largest

cuts to their funding ever, and students are being required to carry a greater share of their costs, through fee increases.

But greater assistance for students is not the whole answer. Ontario universities must take strategic action to regain public- and private-sector moral and financial support, to find new and more cost-effective ways of

doing business and to identify new sources of revenue. That's a tall order, but I believe that creative thinking and a willingness to experiment will lead us to constructive responses to the challenges of budget constraints.

During my first year as COU president, I have watched our universities rise to these challenges. Already, they are forging partnerships with private companies to do applied research and create industry-specific programming. They are taking advantage of partial fee deregulation to move toward market pricing of postgraduate and professional programs as appropriate. Increasingly, they are cooperating with one another on international marketing projects, information-systems development, business services and program delivery. And they are forming new and innovative relationships with colleges in the province.

These are the kinds of innovations that will preserve the range and excellence of educational opportunity delivered by the universities of Ontario as the system evolves to a model that accommodates more competition, collaboration and differentiation.

COU is ideally positioned to provide leadership and service during this period of transition and renewal. In 1996, Council has developed specific goals for each of COU's core activities: advocacy and issues management, information-and-policy research support, and general operations. Most of the goals—from increasing our decision-making speed and leadership on collective issues, to enhancing our ability to model system-wide funding and policy impacts and reducing the cost of our services—directly relate to helping member universities adapt to funding cuts and the shifts in public

policy foreshadowed in the discussion paper on **Future Goals for Ontario Colleges and Universities**.

Our environment is changing, and we must respond promptly and proactively to preserve our autonomy and build on the strengths for which we are admired world over. Let us seize this opportunity to reinvent ourselves. Working together, we can keep our commitment to quality while meeting the challenges of these very trying times.



Bonnie M. Patterson

MANDATES

▼ Strategic Advocacy and Issues Management

▼ GOALS

- *Develop*
general public, private-
sector and student support
for university goals

- *Influence*
ministry policies re:
regulation, rationalization
and internationalization

- *Protect*
the quality of education
by protecting university
research

- *Protect and Enhance*
university research
capability and funding

- *Increase*
COU decision-making
speed and leadership on
collective issues

▼ Information and Policy Research Support

▼ GOALS

- *Support*
university needs
for better information and
policy research

- *Increase*
secretariat capacity to
model system-wide
funding and policy impacts

▼ General Operations

▼ GOALS

- *Facilitate*
reduction of costs and
create opportunities for
revenue generation

- *Reduce*
the costs of
COU services

1995 At a Glance

.....

July 1994

- COU publishes the **Report on a Survey of Human Rights Structures in the Ontario Universities**

August 1994

- COU releases **Partners in Progress**, a report on the more than 700 partnerships between Ontario universities and external groups

September 1994

- COU cosponsors a National Symposium on Income-Contingent Repayment Plans (ICRPs)
- COU publishes its third discussion paper, **The Expanding Role of the State in Canadian Universities**

October 1994

- OCGS tells the Ontario Council on University Affairs (OCUA) hearings on university funding about the critical links among undergraduate education, graduate education, and scholarship and research

- COU publishes its fourth discussion paper, **Higher Education/Some Problems and Challenges in a Changing World**

November 1994

- COU tells OCUA hearings of concerns about increased government intervention in university budget allocations
- COU appears before the federal Standing Committee on Human Resources Development to support a national ICRP and oppose the elimination of Established Program Financing
- COU publishes a report on **Educational Equity Initiatives in the Ontario Universities 1994**

December 1994

- COU briefs the provincial Standing Committee on Bill 168 about university initiatives to ensure access for disabled persons

- COU publishes its fifth discussion paper, **Returns to Investment in Ontario University Education, 1960-1990, and Implications for Tuition Fee Policy**

January 1995

- College-University Advanced Training Consortium agreement is reached

- **The Ontario Credit Transfer Guide** is published

February 1995

- COU makes a pre-budget appearance before the federal Standing Committee on Finance and Economic Affairs
- Federal budget eliminates Established Programs Financing and slashes allocations to research-granting councils

March 1995

- COU publishes its **Election '95 Fact Book**

April 1995

- **The Final Report of the Income-Contingent Repayment Plan Symposium** is published

May 1995

- COU publishes **The Financial Position of Universities in Ontario: 1995**

June 1995

- COU goes "on the net" with a home page located at <http://www.cou.on.ca>
- COU says good-bye to incumbent president Peter George, who departs to take up the presidency of McMaster University

1996 At a Glance

.....

July 1995

- New provincial government cuts universities' in-year funding by \$16 million or one percent
- COU begins a lobbying campaign to protect higher education in Ontario from further cuts

August 1995

- COU publishes the third edition of **Facts and Figures: A Compendium of Statistics on Ontario Universities**

September 1995

- Professor Bonnie Patterson, former dean of business at Ryerson Polytechnic University, becomes COU president
- COU briefs the new Minister of Education and Training on university funding in Ontario

October 1995

- COU sends a letter to MPPs outlining the impact of the proposed cuts to university funding, based on

its study, **The Economic Impact of a 20% Cut in The Ontario Government Grants to Universities**

- COU members publish a consensus report on **Government Grants, Tuition and Student Aid**

November 1995

- Ontario government cuts 1996/97 university funding by \$280 million or 15 percent, and announces its decision to deregulate international student tuition fees and allocate 10 percent of additional fee revenue for student aid

- COU cosponsors The Second Symposium on the Universities' Collaborative Role in Training and Adjustment
- OPAS office officially opens
- COU briefs the provincial Standing Committee on General Government on its concerns about the repeal of employment equity legislation

December 1995

- COU publishes **Keeping EQUITY in the Decision-Making Process**

January 1996

- COU publishes **Financial Report of Ontario Universities 1994-95**

February 1996

- COU briefs the Ontario Standing Committee on Finance and Economic Affairs during pre-budget consultations

March 1996

- For the first time, Ontario universities publish salary figures for employees earning \$100,000 a year or more
- COU appears before the Public Accounts Committee to speak against the need for expanded powers for the Provincial Auditors in university affairs

April 1996

- The provincial government announces it will remove students from provincial welfare rolls. COU expresses its concern for the 3,000 full-time university students affected
- COU submits brief to the provincial Standing Committee on Social

Development supporting legislation to establish the Ontario College of Teachers

- MET confirms acceptance of COU's strategy on deregulating international student fees

May 1996

- The provincial budget announces the Ontario Student Opportunity Trust Fund and the Cooperative Education Tax Credit and proposes a federal-provincial student loan plan with income-contingent repayment
- MET accepts COU's advice on guidelines for 10 percent tuition reinvestment fund for student aid
- Ontario government cuts 1996/97 capital grants to post-secondary sector by a total of \$49.1 million, or more than 50 percent

June 1996

- COU thanks outgoing chair Dr. Ron Ianni, president of University of Windsor, for his leadership and service, and welcomes new chair of council Dr. James Downey, president of University of Waterloo

Delivering Quality in Challenging Times

.....

The Ontario government published its two-year business plan just as COU was preparing this review. Though the timing was coincidental, the thematic similarity between the two documents is not. The government's business plan is entitled **Doing Better for Less**. That is exactly the challenge that COU and its members are grappling with, as Ontario universities look for ways to keep their commitment to deliver high-quality education while cutting operating costs.

The two years covered by this review have been frustrating in some ways. We could not persuade Ontario's Progressive Conservative government that, after years of stagnant or declining funding and rising enrolment, our universities' grants should be protected from cuts it proposed in its campaign platform, **The Common Sense Revolution**.

However, we influenced policy in the key areas of tuition fees and student assistance. And we continue to make strong arguments for preserving our member institutions' traditional autonomy in matters such as quality assurance, programming and budgeting, as well as their powers of self-regulation by local boards of governors.

These things will be crucial to maintaining quality standards as Ontario universities attempt to meet public policy expectations of greater accountability, greater self-sufficiency, greater diversity of educational opportunities and greater responsiveness to labour force and student needs.

The following discussion of past activities and future goals shows how we at COU, along with our member universities, are preparing to do better with less.

"Brock works hard at partnerships with its community in a number of ways: by organizing conferences and workshops that bring academic expertise to the service of local businesses and non-profit organizations; through direct business partnerships between Brock researchers and industries; and through leadership in such initiatives as Niagara's bid for the 2001 Canada Summer Games, the region's successful bid for the 1999 World Rowing Championships and the Grape and Wine Institute that is currently being developed."



Carol Reid
Chair,
Board of Trustees,
Brock University

Regional Manager,
Retired, Bell Canada

1995 AND 1996 IN REVIEW

*Strategic Advocacy and
Issues Management*

One of COU's most important functions is to speak for Ontario universities' interests on public policy issues that affect higher education. In the past two years, financial and regulatory matters have commanded a growing share of our strategic advocacy and issues-management resources.

Our promotion of an income-contingent repayment plan (ICRP) for student loans has been very successful. As well as lobbying both the federal and provincial governments, we cosponsored a national symposium on ICRPs, raising public awareness and support. We were pleased when the provincial government made a commitment to implement a federal-provincial

student loan program featuring income-contingent repayment as soon as possible. We will continue to advocate for an ICRP, and expect to be consulted on the implementation of the federal-provincial scheme.

COU has also been an effective advocate for greater institutional control of tuition fees. In November 1995, the province raised 1996/97 tuition fees by 10 percent across the board, and expanded institutional discretion to make further increases to their fees for individual programs, as long as the combined increases do not average more than 20 percent overall.

COU continues to press for reduced government regulation of the university sector, as well as less bureaucratic intervention in the internal affairs of universities. The public hearings on university funding options held by the now-defunct



Ivan Fellegi
Chair,
Board of Governors,
Carleton University

Chief Statistician,
Statistics Canada

"Our country is in the midst of almost unprecedented challenges—but every challenge is also an opportunity. Carleton will redouble its efforts to contribute to a better life in Canada. It will help reduce youth unemployment by teaching to generations of students the joy of learning as well as equipping them with marketable skills and knowledge; it will contribute to improved Canadian competitiveness through scientific research; it will contribute to a better informed public policy process by illuminating social and economic issues; and it will make every effort to integrate its work with the strengths and needs of the Ottawa area."

Ontario Council on University Affairs (OCUA) provided a platform for us to speak out against government intervention in the institutional budgeting process. The Ontario Council on Graduate Studies (OCGS) made a separate appearance at the OCUA hearings, to argue the importance of preserving the link between teaching and scholarship and research at our universities.

We also argued that universities themselves are in the best position to monitor the quality of undergraduate programming. Our recommendations were accepted, and the responsibility to develop and administer an undergraduate audit process was left in our hands.

Information and Policy Research Support

Information gathering and policy research are among COU's most significant services in support of member institutions. COU collects statistical information from member universities on an ongoing basis, and uses it to generate periodic reports, such as **Facts and Figures**, **The Financial Report of Ontario Universities** (a Council of Finance Officers' publication) and **Application Statistics**. It also performs ongoing research in key areas of interest, including trends in tuition fees and government support at universities across North America. These reports and studies provide a perspective on Ontario universities' activities and fortunes over time. They also inform policy positions taken by our members.



Doug Dodds
Chair,
Board of Governors,
University of Guelph
Vice-chair, President
and CEO,
Schneider Corporation

"In its 1995 Strategic Plan, the University of Guelph adopted collaboration as one of its five strategic directions. We recognized that, to survive and prosper in a future of greater intellectual and global interdependence, rapid change and financial constraint, universities must forge closer and more extensive links with partners of many kinds, including business, government, community organizations and one another."

Research is often triggered by external events such as public policy announcements and budget statements. In response to the pre-election publication of **The Common Sense Revolution**, COU commissioned a study of the economic impact of a 20 percent cut in the Ontario government's financial support of universities. The report quantified the direct contributions, in terms of dollars and employment, that Ontario universities make to the provincial economy. The information was used by executives of COU and member institutions to support their arguments against major funding cuts.

More recently, COU commissioned a study that compared the compensation of university employees to their private-sector and public-service peers, to assist our members

with the first-time publication of university salaries in excess of \$100,000.

As a result of successful collaborations with COU in the past, the Ministry of Education and Training (MET) often asks us to coordinate institutional responses to proposed policy changes and seeks our advice on the implementation of new policies that affect universities, such as the Ontario Student Opportunity Trust Fund.

In the summer of 1996, MET accepted COU's recommendations for implementing the new 10 percent reinvestment fund for student aid. The fund will be administered on an institution-by-institution basis, regulation will be minimal, and



Patrick J. O'Brien
Chair,
Board of Governors,
Lakehead University
Public Affairs Officer,
Ontario Hydro

"Lakehead University has worked hand-in-hand with and relied upon the commitment of business, industry and the community. From our Boreal Science Ecosystem Cooperative, a partnership between the forestry industry, government agencies and the university, to the Lakehead University Sports Institute, a world-class centre dedicated to sports science and research involving athletes at all levels, and so many more, Lakehead University continues to encourage and develop these active partnerships."

universities will be given leeway in determining what constitutes student financial need and what criteria should be used for providing assistance. MET has also taken note of COU's position on the deregulation of international student fees. After receiving MET's draft deregulation policy, the Council on University Planning and Analysis helped formulate a counterproposal that was supported by all COU members. As a result, the ministry allowed institutions to set tuition rates for international students competitively and to keep the fee revenues.

COU advises the government on more general topics, as well. It has appeared before committees of the Ontario legislature with suggestions on the makeup of the 1995 and 1996 Ontario budgets, the role and responsibilities of the Provincial

Auditor with regard to transfer-payment recipients, and legislation establishing the Ontario College of Teachers.

Quality Assurance

The Ontario Council on Graduate Studies (OCGS) works to advance and coordinate graduate education and research in Ontario. One of its functions is to evaluate graduate programs. Universities that wish to offer new graduate programs submit proposals to OCGS for approval. OCGS also reviews the quality of existing graduate programs every seven years and makes recommendations for their improvement.

COU is working on a new undergraduate audit process. We are well positioned for this responsibility, thanks to OCGS' experience



James D. Wallace
Chair,
Board of Governors,
Laurentian University
President,
Pioneer Construction

"As a regional university serving northeastern Ontario, Laurentian is an integral part of the Sudbury Region and continues to build upon its linkages to the community. We participate in many joint projects with Inco, Falconbridge, the minerals industry, the Northeastern Ontario Regional Cancer Centre, social services agencies and other partners in communities across the north. We also collaborate with the Sudbury and District Chamber of Commerce and the Sudbury Regional Development Corporation's Regional Business Centre, all of which testify to the importance of Laurentian University's partnerships with leading institutions in the region."

with quality assurance and the commitment of the Vice-Presidents, Academic Group. The proposed undergraduate audit process, modeled after those in use in the U.K. and Quebec, would have each university evaluate its own undergraduate programs. The universities' internal evaluations will be audited by a COU-based commission, which will report to the universities and to MET. The process will be in place for the 1996/97 academic year.

The Undergraduate Audit Process is an initiative that will help our universities continue to deliver excellent educational opportunities, scholarship and research in spite of budget constraints.



Martin Luxton
Chair,
Board of Governors,
McMaster University

Partner,
Martin and Martin

The Office of Health Sciences

The Office of Health Sciences supports and provides policy advice to COU affiliates that represent various branches of the academic health-sciences community. It is playing an important role in helping this community respond to changes in provincial health-care policy, and to shrinking finances.

The Council of Ontario Faculties of Medicine (COFM) meets regularly with its partners in the teaching-hospital sector and physician professional associations to ensure a strong voice for the medical profession in health-care reform. During the past 18 months, COFM has helped develop an implementation plan that shares reductions in postgraduate medical positions across all five faculties of

" We must aggressively seize new opportunities to 'earn' revenues and to build new relationships in all sectors of the broader community. This will be crucial if the universities are to balance their annual budgets. "

medicine in the province. The plan ensures that none of the faculties or medical specialities is disadvantaged relative to the others, and that there will be no shortfall of physicians in the province.

The Council of Ontario University Programs in Nursing (COUPN) has focused on the development of the Primary Care Nurse Practitioner Program. A consortium of 10 university nursing programs will deliver the core curriculum of the new program. The Office of Health Sciences has coordinated a one-time transition phase during which unregistered nurse practitioners can upgrade their qualifications and obtain certification.

In March 1995, the Ontario Council of University Programs in Rehabilitation Science (OCUPRS)

received a \$1-million grant from the Ontario Ministry of Health to develop and enhance clinical education in Ontario universities' programs in audiology, occupational therapy, physiotherapy and speech-language pathology. The projects initiated by OCUPRS include development of a World Wide Web site with information about programs in rehabilitation science, an automated system for student placements, new and nontraditional community placements, new models of student supervision during fieldwork, and a continuing education package for clinical educators.

"From its very beginnings in the late 1950s, Nipissing University has been an institution built and nurtured by the community. As we move into the 21st century, continuing and strengthening associations between education, business, industry and many other community partners will be critical to the growth of Nipissing University as well as the growth of the northeastern Ontario region."



David Liddle
Chair,
Board of Governors,
Nipissing University

President and CEO,
National Frontier
Insurance

Leadership on Equity and Gender Issues

In the past few years, COU and Ontario universities have devoted considerable resources to ensuring that their relationships with employees and students are equitable and respectful of diversity. Funding cuts and the repeal of Ontario's employment equity legislation are eroding these resources.

At COU, we plan to redeploy the professional staff support we provide to our Committee on the Status of Women and Committee on Employment and Equity. These two groups are working toward new terms of reference and methods of operating that will ensure COU applies an equity perspective to consideration of issues and development of policy positions,



Robert Landry
Chair,
Board of Governors,
University of Ottawa
President,
Stratagex Consultants

and that will allow it to continue to provide leadership on gender and equity issues.

Some recent publishing projects of these two committees include **Keeping Equity in the Decision-Making Process**, a checklist designed to help universities maintain their commitment to equity and diversity in spite of changes in budgets and the public-policy agenda; **The Barrier-Free Checklist for College and University Campuses**, which was created by Carleton University's Paul Menton Centre for Persons with Disabilities; and **Status of Women in Provincially Assisted Ontario Universities and Related Institutions**, a statistical report formerly published by the Ontario government. COU will continue to make funding available for valuable projects related to gender and equity issues.

"At a time when traditional sources of funding are subjected to serious cuts, University of Ottawa's association with industry and the private sector provides us with a strategic advantage. Such partnerships open new avenues for cooperative research and development, by taking advantage of our researchers' unique expertise, giving industry access to leading-edge equipment and helping us provide appropriate training to future key members of the labour force."

Collaboration

COU actively promotes collaboration among Ontario universities, and between Ontario universities and other public- and private-sector organizations. Partnerships are a resource that will help our members to thrive when financing is tight.

In light of recent media debate about the need to maintain public funding for universities' research activities, the bridge-building role of the Ontario Council on University Research (OCUR) is crucial. OCUR is composed of the senior research officers of member universities. It has forged strong links with government officials who influence research policy, with granting councils and with the Ministry of Economic Development and Trade, which is responsible for Ontario Centres of Excellence. OCUR also advises COU on research-related

issues and promotes awareness of university research through the media.

The Credit Transfer Implementation Committee (CTIC) is embarking on the technical implementation of the Electronic Credit Transfer Network, which will make inter-university transfers of students' academic records more efficient, user-friendly and equitable than under the present case-by-case approach. The technical platform for the network also has the potential to enable electronic transfers of student records among elementary and secondary schools, school boards, colleges and MET itself, thereby alleviating many problems caused by delays in communication. MET has granted \$710,000 for technical implementation, and CTIC has recruited a director to manage the project. The Electronic Credit Transfer Network is an example of how

" At Queen's, connecting with the wider community is a dollars-and-cents, day-to-day reality. Many partnerships are at work linking the university through employment, research, innovation and service to our national community and to individuals, groups and organizations around the globe. "



Donald C. Elliott
Chair,
Board of Trustees,
Queen's University
Corporate Director

collaboration on systems development and implementation can result in better quality service to students and cost and operating efficiencies across the university system.

The College-University Advanced Training Consortium is another important collaboration. The consortium brings together COU, MET officials and representatives of Ontario's colleges of applied arts and technology, to develop joint academic ventures and diploma/degree programs proposed by the province's colleges and universities. MET has funded the consortium for a two-year period and will provide up to \$1 million in grants for successful proposals.



John L. Sharpe
Chair,
Board of Governors,
Ryerson Polytechnic
University

President and CEO,
Four Seasons/Regent
Hotels

The Committee on the Universities' Collaborative Role in Training and Adjustment (CUCRITA) worked very successfully with government

and industry to assess the requirements for advanced training across industrial sectors in Ontario, and to define and facilitate universities' role in meeting those requirements. CUCRITA cosponsored two symposia on universities' contributions to training and adjustment. Its report, **Assessing Skill Requirements and Delivering Training to Meet Identified Skill Needs**, recommends methods for skills assessment and training delivery, as well as ways in which industry-university partners can promote advanced training opportunities.

Office for Partnerships for Advanced Skills (OPAS)

The Office for Partnerships for Advanced Skills (OPAS) is a new COU affiliate headed by Dr. Norm Shulman. OPAS' purpose is to provide a single point of access to

"The economic future of Canada will depend on our ability to continue working closely together as a university system and to be even more innovative and outward-looking in our search for creative solutions to the challenges we face."

advanced training opportunities at Ontario universities. It performs an important marketing function, promoting the advanced training capabilities of COU members. It also facilitates the development and delivery of learning programs tailored to the advanced training needs of companies in the electrical/electronics, software and telecommunications sectors. It will serve more sectors as time goes on.

The federal government recently granted OPAS \$411,000 under Canada's Youth Internship Program. The eight-month grant will fund 30 environmental-industry internships for young people with graduate-level education in environmental studies.

Ontario Commission on Interuniversity Athletics

The Ontario Commission on Interuniversity Athletics (OCIA) works with the Ontario Universities Athletic Association (OUAA) and the Ontario Women's Interuniversity Athletic Association (OWIAA) to ensure, through random audits, that student athletes meet the same academic eligibility criteria required of all students, and that the activities of various athletic leagues are consistent with university standards. In 1995, OCIA conducted a study of gender equity in facilities, availability of practice times, dressing rooms, scheduling of practices and other matters. The OCIA has actively supported the merger of OUAA and OWIAA, which is scheduled to be formalized at the end of 1996.

" It is important for universities to work with professional and service organizations, business and industry to keep programs responsive to broad community concerns. Integration on a wide number of fronts benefits both university and its many stakeholders. These activities also increase public confidence in our universities. "



F. Anthony Comper
Chair,
Governing Council,
University of Toronto

President and COO,
Bank of Montreal

As part of its program to reduce member assessments, COU plans to gradually phase out budget support for OCIA. This will require rethinking the role of OCIA, which will continue as a COU committee.

Council of Senior Administrative Officers – Universities of Ontario

The Council of Senior Administrative Officers – Universities of Ontario (CSAO) is composed of the vice-presidents responsible for non-academic administration at COU's member institutions. CSAO's primary objective is the development of more cost-effective administrative processes to support the academic missions of Ontario universities, and it is always looking for new ways to

do so, through information sharing, cooperation and collaboration among institutions.

University benefits administrators are working on a joint marketing venture that will enable COU members to realize economies of scale without loss of individual autonomy in purchasing group life insurance benefits. The resulting program has the potential to deliver substantial premium reductions to participating institutions. Benefits administrators will continue to identify and develop opportunities for COU members to reduce costs through similar joint ventures.



Jalynn H. Bennett
Chair,
Board of Governors,
Trent University

President,
Jalynn H. Bennett
Associates

"As Peterborough is the new home for the Ministry of Natural Resources, Trent is delighted to join with the ministry and with our city's sister post-secondary institution, Sir Sandford Fleming College, in an agreement to discuss opportunities for partnerships in the areas of natural resource management and sharing of resources and infrastructure. This is just one example of the mutually beneficial relationship Trent has with its community, including generous support of its United Way Campaign."

***Ontario Universities'
Application Centre***

The Ontario Universities' Application Centre (OUAC) in Guelph processes applications to the province's undergraduate, medical, law and teacher education programs. It provides efficient service to applicants and reduces duplicate effort and cost on the part of universities.

The Task Force on Shared Administrative Services is investigating opportunities to market OUAC's existing services to other organizations, such as out-of-province graduate schools. It is also looking for new services that build on OUAC's existing capabilities and expertise and have potential commercial value. This project is a valuable experiment in offsetting costs and/or generating new revenues by marketing

administrative support services and other information-technology applications developed by the Ontario university system.

Inter-University Transit System

The Inter-University Transfer System (IUTS) is operated by COU out of York University. It provides daily delivery of items like inter-university mail, library materials and teaching equipment, as well as delivery service for many university-related agencies and organizations, such as MET and the Canadian National Institute for the Blind. IUTS carries more than 250,000 library items and more than \$400,000 worth of mail per year.



Peter Sims
Chair,
Board of Governors,
University of Waterloo

Senior Partner,
Sims Clement Eastman

" Since its founding by Kitchener-Waterloo businessmen in 1957, the University of Waterloo has been a leader in combining excellence in education with relevance to society, especially through its world-renowned co-op program, links with business and industrial research partnerships. Those traditions will continue to thrive in our community, where the University of Waterloo is a key employer, catalyst of economic activity and centre of cultural development. "

LOOKING AHEAD

Ontario universities are looking beyond the 1996/97 budget cuts. They face a future that calls for greater differentiation and specialization, along with more competition for student fees and for financial support from private- and public-sector sponsors; and, simultaneously, more collaboration to create operating efficiencies, share resources and costs and promote awareness of higher education's social and economic contributions.

At COU, we are also looking ahead and planning how we can best serve and bring value to our members in a changing operating environment. The result: we have reaffirmed our mandate, and developed a new set of goals to work toward over the next few years, as summarized in the chart on page 9 of this review.



Libby Fowler
Chair,
Board of Governors,
University of
Western Ontario

Judge, Court of
Canadian Citizenship

A detailed discussion of these new goals, along with the rationales behind them, follows.

Strategic Advocacy and Issues Management

In an era of diminished public revenue, competition for government funding in our sector will be intense. Therefore, COU will **build over the medium term a strategy that enhances general public, private-sector and student support for our members' goals.**

Broadly speaking, we will **raise awareness of universities' contributions and responsiveness to social and business development, and of the policies that are needed to strengthen universities, especially among members of provincial parliament and business leaders.**

"The University of Western Ontario is fortunate to be located in a city that has long been supportive of its academic mission. As one of the leading corporate citizens in the community, our future is inextricably linked to the future of the London region. Cooperative partnerships with business, industry, government and other academic institutions enhance the educational and research opportunities available at Western and allow us to continue our role as an important resource for the city, the province and the country."

In particular, we want to:

- **emphasize the value of high-quality university education in information-intensive economies and competitive times;**
- **show the importance of the link between excellence in teaching and strong research capability and funding;**
- **stress the contribution of universities to community evolution by bringing together social and cultural diversity in educational programming;**
- **show that universities make an essential contribution to private-sector competitiveness; and**
- **create more borrowing and repayment options for students to make it easier for governments to allow greater flexibility in tuition fees.**

In the past two years, COU has been quite successful in shaping government policy regarding matters such as tuition fees and student assistance, with the result that in these areas institutions now enjoy somewhat more latitude than in the past. In the future, we aim to influence ministry policies about the regulation, rationalization and internationalization of our university system.

Our objectives include:

- **providing strong leadership in the new financial and regulatory policy environment created by both the Ministry of Finance and MET;**
- **persuading MET to allow institutions maximum flexibility in dealing with program rationalization and restructuring;**

" There is no high wall around this university. Our students are out in the community as volunteers, employees, consumers and citizens. Local residents come here for additional education. Small businesses come here for advice. Our faculty members share their expertise in public lectures. We are neighbors living on a two-way street, and we're growing together. **"**



Betty Sims

Chair,
Board of Governors,
Wilfrid Laurier University
President,
Chicopee Manufacturing

- identifying the role that computer-based learning technology plays in institutions' restructuring plans;
- promoting MET support for the export of instruction, in order to provide financial support for universities' restructuring plans and to maintain the viability of program offerings at home; and
- ensuring continuing commitment to diversity and equity goals on the part of government.

Cuts in federal government grants to agencies that fund research, combined with provincial grant cuts that challenge professors' capacity to engage in meaningful research and media debate about the role and importance of research at Ontario



Peter Cathcart
Chair,
Board of Governors,
University of Windsor

Senior Partner,
McMillan Binch

universities, make it vital for COU to protect the quality of education by protecting university research capability and funding.

We will achieve these things by:

- highlighting the links between teaching and research capability and funding at the university level;
- raising awareness of the importance of pedagogical research capability and teaching innovations and productivity enhancements;
- persuading MET to make research funding a priority, and promoting a coherent provincial policy on research support;
- reviewing the distribution principles that underlie provincial research funding;

"Universities are dynamic links that are connected and working with all sectors and parts of Canadian society. The days are gone when people can think of the university as an institution unto itself. The future of the University of Windsor is being built today through our innovative new partnerships: working on research with leaders in the automotive industry, collaborating with Ontario's world-class organizations in the arts, providing expert support to community groups and assisting scholars in developing nations around the world."

- promoting a provincial research strategy, to improve our ability to compete for federal research funds and to influence federal research-funding policy; and
- developing options for enhancing the research infrastructure.
- ensuring a clear and forceful Ontario presence on federal government issues; and
- making better use of information technology in communication processes.

We also intend to increase our decision-making speed and leadership on issues that are important to our members. We will do this by:

- exploring new mechanisms that will enhance the collective decision-making process and cooperation among members;
- introducing more links between COU's various committees, as well as integration of their agendas, in order to make extensive consultation easier;

Information and Policy Research Support

The provincial government, as it enters the second year of its mandate, has begun to make policy changes that affect COU members. We expect the pace of policy innovation to continue or pick up in the short term. As government downsizes its own infrastructure, the development of good public policy options becomes more challenging.

"Granted, it hasn't been easy, but York University continues to avoid a deficit. However, the potential for any further cost reduction is far more likely to come from inter-university initiatives than from whatever remains to be accomplished intra-York."



William A. Dimma
Chair,
Board of Governors,
York University

Chair,
Monsanto Canada

One of our overriding organizational objectives is to strengthen our information and policy research support capabilities. We want to better fulfill member institutions' needs for better information and policy research, and also to increase COU's capacity to model system-wide funding and policy impacts, in order to secure the advancement of our agenda despite the downsizing of the staff of MET and other ministries.

To these ends, we will:

- increase our system-wide information-management capability, in order to fulfill the needs of our member institutions for analytical support in an increasingly deregulated environment;
- capitalize on and share existing university information-management capabilities and analytical resources;
- promote collaboration with MET, building on its interest in a partnership approach to information resources/management;
- promote and manage cooperation in data collection, analysis and information-sharing in an environment that is increasingly competitive.

General Operations

One of COU's mandates is to provide support services for member institutions, committees and affiliates through our general operations. In these times of cutbacks, we intend to facilitate the reduction of costs to members and explore opportunities for revenue generation.



Terrence Heath
Chair,
Governing Council,
Ontario College of Art

President,
Heath Consultants

" Art and design are around us in every aspect of day-to-day life. At OCA, our students learn to be innovative, combining creative thinking with practical skills. "

We will:

- **make strategic investments in OUAC, in order to fully utilize its capacity to reduce the costs of admissions-processing for member universities;**
- **explore the OUAC services model and develop the opportunities that it offers to implement shared cost-effective information-processing services in other areas;**
and
- **expand opportunities for enhanced revenue generation by sharing information on best management practices.**

We also intend to **reduce the costs of the services COU provides, by finding innovative ways to minimize the cost of obtaining institutional expertise for our priority projects.**

CONCLUSION

Our new goals are a response to the evolving public policy and funding environment in which our members operate. Though times and circumstances change, the shared values and aspirations for which COU stands do not.

We remain dedicated to excellence in higher education in Ontario, and constant in our belief that it can be best achieved through cooperation and innovation.

"For the past 30 years, faculty and staff at OISE have worked with school boards and community groups throughout the province to improve classroom instruction. Once our merger with the Faculty of Education within the University of Toronto is complete, we look forward to broadening our outreach into the private and corporate sectors."



Jane Knox
Chair,
Board of Governors,
Ontario Institute for
Studies in Education

Professor,
Queen's University

Inside the Council of Ontario Universities

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***“Leadership in
higher education:
achieving excellence
through cooperation
and innovation.”***

– COU vision statement

The Council of Ontario Universities is composed of the executive heads and an academic representative from each of Ontario's 17 universities and has three associate members. Its activities focus on advocacy, communication and research on issues that affect the university system. Approximately 50 affiliates, special task forces, committees and other groups support and work toward the achievement of Council's objectives.

COU's Secretariat consists of approximately 35 full-time employees in Toronto, 6 at the York University-based Inter-University Transit System, and 20 at the Ontario Universities' Application Centre in Guelph, Ont. These

people provide centralized service functions, along with administrative and coordinating support to Council.

The COU Secretariat includes the Administration Division, External Relations Division, Office of Health Sciences, Council of Senior Administrative Officers, Ontario Council on Graduate Studies and the newly formed Office for Partnerships for Advanced Skills.

The Inter-University Transit System provides delivery service of mail and other items exchanged by Ontario Universities.

The Ontario Universities' Application Centre serves as a central processing point for applications to the province's undergraduate, medical and teacher education programs. By reducing duplicate effort and cost on the part of universities and secondary schools in the province, it provides efficient and effective services to applicants.

MEMBER INSTITUTIONS

Brock University
Carleton University
University of Guelph
Lakehead University
Laurentian University
McMaster University
Nipissing University
University of Ottawa
Queen's University
Ryerson Polytechnic University
University of Toronto
Trent University
University of Waterloo
The University of Western Ontario
Wilfrid Laurier University
University of Windsor
York University

ASSOCIATE MEMBERS (as at June 30, 1996)

Ontario College of Art
Ontario Institute for Studies
in Education
Royal Military College of Canada

STANDING COMMITTEES

Executive Committee
Committee on Space Standards
and Reporting
Committee on Government and
Community Relations
Committee on Nominations
Committee on Policy and Planning
Committee on Relationships
between Universities and CAATs
Committee on Employment and
Educational Equity
Committee on the Status of Women
in Ontario Universities

SPECIAL/AD HOC GROUPS, BOARDS AND COMMISSIONS

Ontario Universities' Application
Centre Advisory Board
Task Force on
Shared Administrative Services
Tripartite Committee on
Interprovincial Comparisons
Credit Transfer
Implementation Committee
Performance Indicators Project
Group
Vice-Presidents, Academic Group

Ontario Commission on
Interuniversity Athletics

Task Force on Labor Force
Training and Adjustment

AFFILIATES

Ontario Council on
Graduate Studies

Ontario Universities
Public Affairs Council

Committee of Deans of Ontario
Faculties of Law

Ontario Association of Deans
of Education

Council of Ontario Deans
of Engineering

Ontario Universities' Council
on Admissions

Council of Deans of Arts and
Science of Ontario Universities

Council of Ontario Faculties
of Medicine

Ontario University Registrars'
Association

Committee of Deans and Directors
of Ontario Schools of Social Work

Ontario Council on
University Libraries

Ontario Council of Library Schools

Association of Computing Services
Directors

Ontario Council for University
Lifelong Learning

Ontario Committee on
Student Affairs

Council of Ontario University
Programs in Nursing

Council of Chairs of Ontario
Universities

Ontario Council of University
Programs in Rehabilitation Sciences

Ontario Council on
University Research

Office for Partnerships for
Advanced Skills

Council on University Planning
and Analysis

Council of Senior Administrative
Officers – Universities of Ontario

Council of Finance Officers –
Universities of Ontario

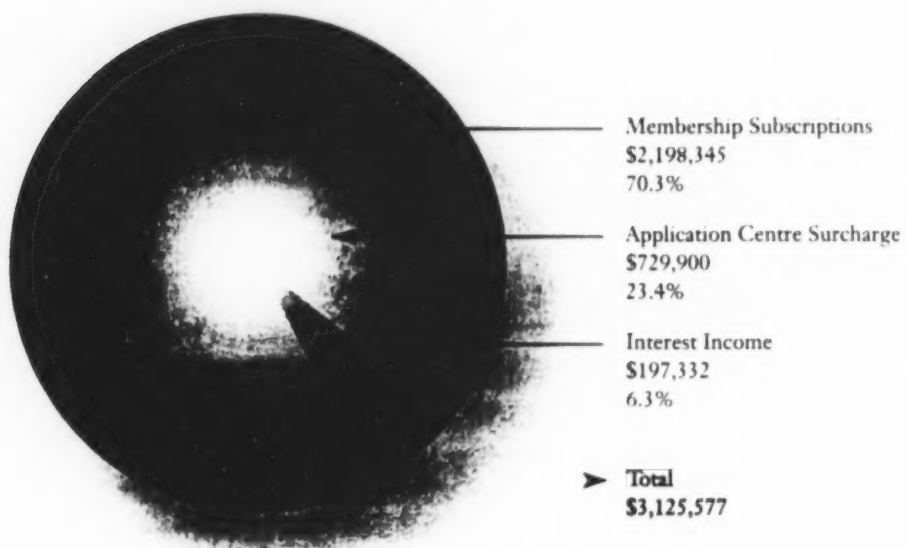
Council and the Secretariat staff would like to thank everyone who served on these and other committees during 1995 and 1996. Their work makes it possible for COU to achieve its objectives.

Summary of Income and Expenditures

COU HOLDING ASSOCIATION INC.

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Income for Year Ended June 30, 1995

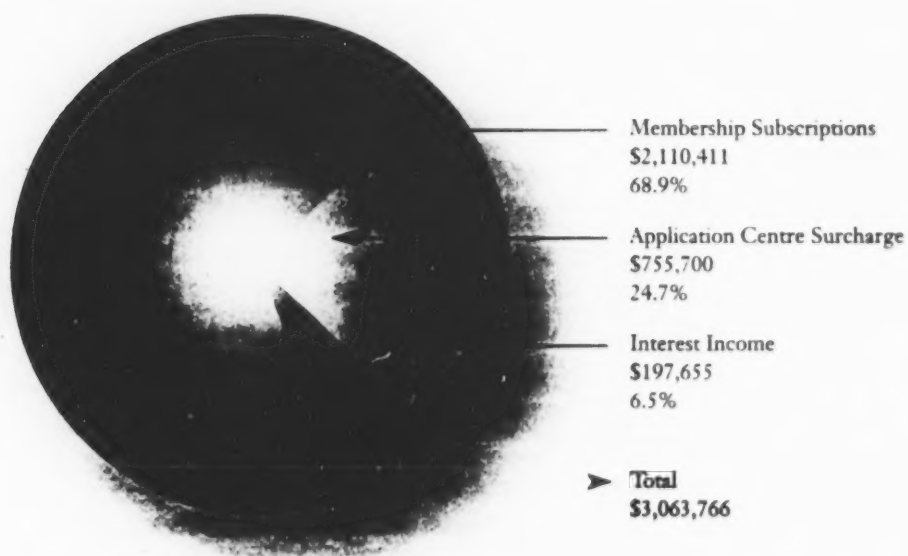


FINANCIAL NOTES

COU has adopted a four-year downsizing program. In order to ease the financial burden of member universities, which support Secretariat activities through subscription fees, we set out to cut costs while maintaining or improving essential services.

The program's goals are to achieve a 15% reduction in member assessments by fiscal 1999; to maintain our strategic advocacy capabilities and activities at current levels; and to strengthen our policy analysis and research capabilities. We will achieve this at the expense of administrative support for service

Estimated Income for Year Ended June 30, 1996



and research activities in our general office, and of secretarial and research support for various affiliates and committees.

In fiscal 1995, COU was able to set aside funds to offset restructuring costs associated with the downsizing program, as a result of modifications

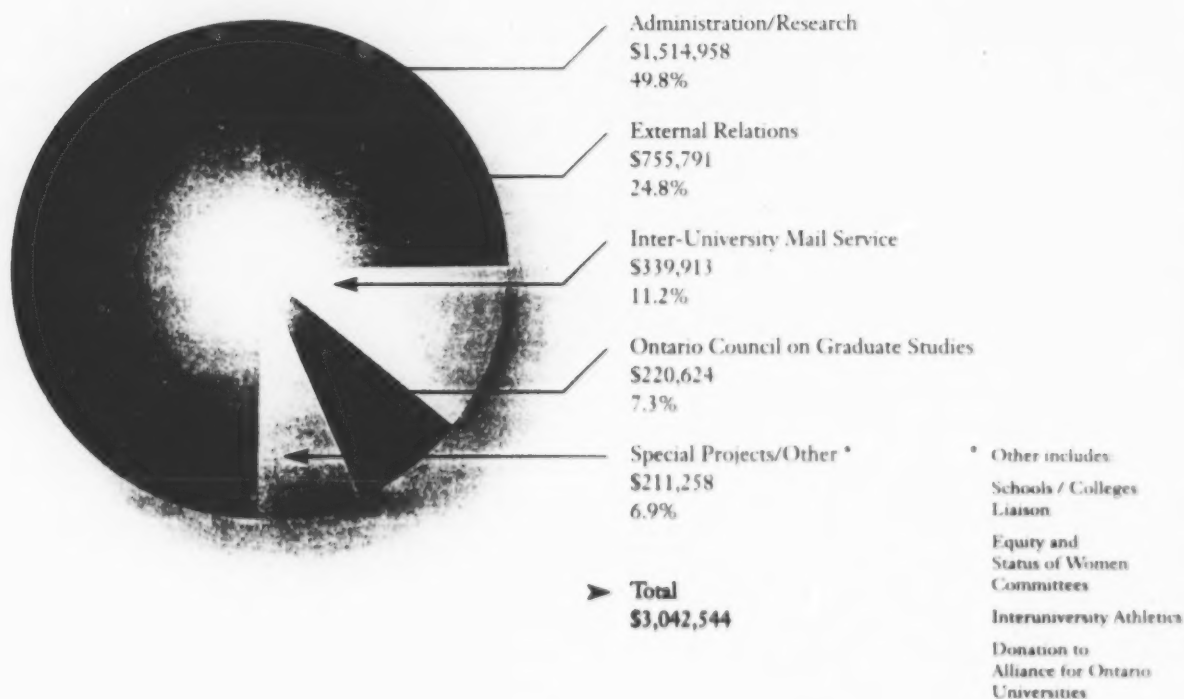
to our strategic advocacy program following the provincial election.

In 1996, a 4% reduction in member assessments was accomplished.

We also maintained our commitment to set aside funds for technological improvements, and made an additional modest contribution to the restructuring fund.

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Expenditures for Year Ended June 30, 1995



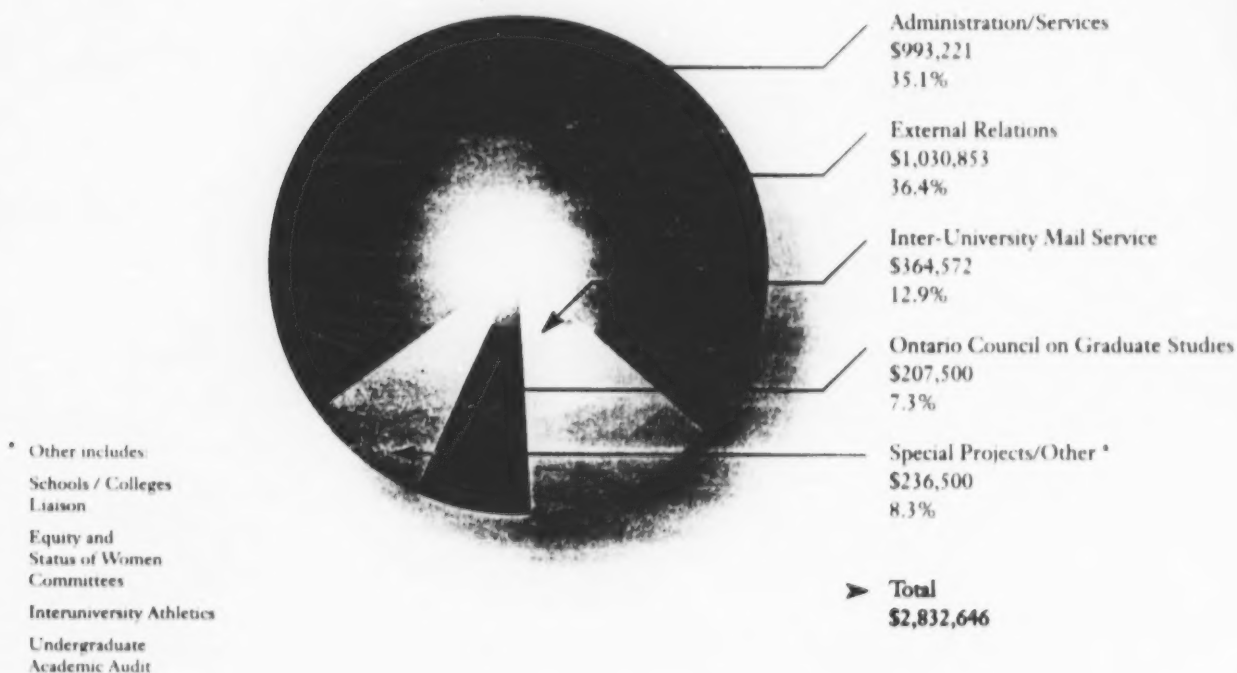
In fiscal 1997, member assessments will decrease a further 6.25%. Also in 1997, COU will begin to investigate the feasibility of offsetting some system-wide costs and/or generating new revenues through additional information-intensive processing services by the

Ontario Universities' Application Centre (OUAC) or through a similar model.

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COU Holding Association Inc. is the Corporation responsible for the financial and business operations of Council. The

Estimated Expenditures for Year Ended June 30, 1996



Directors of the Corporation are the COU Chair, Vice-Chair, President, Secretary to Council and Corporate Secretary/Treasurer.

For the year ending June 30, 1995, our auditors, Deloitte & Touche, have declared the financial statements fairly

represent the Corporation's financial position in accordance with generally accepted accounting principles, and that the systems of control provide reasonable assurance of complete and accurate financial record keeping.

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The Council of Ontario Universities Review was produced by COU's Public Affairs group.

For further information about the Council or its activities, please contact Public Affairs, or visit our home page on the World Wide Web:

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